

096127

~~4.14.26~~



REPORT TO THE COMMITTEE
ON FOREIGN RELATIONS
UNITED STATES SENATE

74-0357



Expenditures For Public
Affairs Activities

B-161939

Department of Defense

BY THE COMPTROLLER GENERAL
OF THE UNITED STATES

JULY 30, 1973

~~701619~~ 096127



COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

B-161939

The Honorable J. W. Fulbright, Chairman
Committee on Foreign Relations
United States Senate

Dear Mr. Chairman:

This is our report in response to your request of November 22, 1972, asking us to review public affairs activities and activities of promotional nature in the Department of Defense.

As requested by your staff, we did not obtain written comments from the services. However, we did discuss our observations with representatives from the Departments of Defense, Army, Navy, and Air Force.

We will not distribute this report further unless you agree or publicly announce its contents. In this connection, we want to direct your attention to the fact that this report contains recommendations to the Secretary of Defense which are set forth on page 30. As you know, section 236 of the Legislative Reorganization Act of 1970 requires the head of a Federal agency to submit a written statement on actions he has taken on our recommendations to the House and Senate Committees on Government Operations not later than 60 days after the date of the report and to the House and Senate Committees on Appropriations with the agency's first request for appropriations made more than 60 days after the date of the report. When we obtain your agreement to release the report, we will make it available to the Secretary and the four committees for the purpose of setting in motion the requirements of section 236.

Sincerely yours,

A handwritten signature in black ink, appearing to read "James P. Abate".

Comptroller General
of the United States

C o n t e n t s

		<u>Page</u>
DIGEST		1
CHAPTER		
1	INTRODUCTION	3
	Scope of review	6
2	OVERVIEW	7
	Desired limitation	7
	Why certain costs are excluded from total public affairs expenditures	7
	Expenditures inconsistent with OMB definition of public relations ac- tivities	8
	GAO review	8
	Recruiting activities	9
	Guest speakers	9
3	SPECIAL AERIAL TEAMS	11
	Thunderbirds	12
	Blue Angels	13
4	MILITARY BANDS	15
	Bands at base level	16
5	CIVILIAN TOURS	17
	Joint Civilian Orientation Conference	17
	Air Force Civilian Distinguished Visitor Program	18
	Navy Guest Cruise Program	18
	6th Army Tours	19
	Open Houses	20
6	MUSEUMS AND EXHIBIT GROUPS	21
	Army Museums	21
	Air Force Museum	22
	Navy Museums	22
	Air Force Orientation group	23
	Navy-Marine Corps Exhibit Center	24

CHAPTER		<u>Page</u>
7	EDUCATIONAL AND TRAINING ACTIVITIES	26
	Defense Information School	26
	National Security Seminars	27
8	CONCLUSIONS AND RECOMMENDATIONS	29
	Recommendations	30
	Matters for consideration by the Committee	30

APPENDIX

I	Letter dated November 22, 1972, from the Chairman, Senate Committee on Foreign Relations	31
II	Schedule of selected activities and operating costs for fiscal year 1972	32
III	Office of Management and Budget Bulletin No. 70-10	33

ABBREVIATIONS

DOD	Department of Defense
GAO	General Accounting Office
OMB	Office of Management and Budget

D I G E S T

WHY THE REVIEW WAS MADE

The Chairman, Senate Committee on Foreign Relations, asked GAO to study Department of Defense (DOD) public affairs activities and determine whether the costs for these activities are included in the \$28 million limitation on annual obligations imposed by the Senate Appropriations Committee.

OBSERVATIONS AND COMMENTS

DOD has defined public affairs activities (for accounting purposes) as those performed primarily to provide official information and contribute to good relations with the civilian population. The definition of public relations activities in Office of Management and Budget Bulletin 70-10 was more specific regarding activities considered as public affairs.

Operating costs for activities which fall within DOD's interpretation of this definition and salaries of employees who spend more than 50 percent of their time in these defined public affairs activities are included in the public affairs expenditures reported to the Congress. For fiscal year 1972 DOD estimated that expenditures for public affairs were approximately \$22 million. (See ch. 1.)

DOD does not include operating costs for all promotional type activities in the public affairs expenditures nor does it record all personnel

costs for such activities. GAO reviewed selected activities which are, at least in part, promotional in nature and found that costs for these activities are not included in public affairs expenditures. The costs exceeded those reported as public affairs.

Examples of GAO's selected activities follow. (See app. II.)

- Four special aerial teams represent DOD and perform at such events as dedications of airports and facilities, aviation shows, expositions, fairs, and other civic events. During calendar year 1972, 3 of the teams performed 390 times before an estimated 13 million spectators. Costs for operating and maintaining these three teams for fiscal year 1972 were approximately \$5.3 million. (See p. 12.)
- Five major military ceremonial bands are stationed and perform mainly in the Washington, D.C., area. Occasionally these bands make national and international concert tours and are available for certain events of major public interest. In 1972 these bands performed before an estimated 7.8 million spectators at a cost of approximately \$10.6 million. (See p. 15.)
- DOD and its components conduct various tours at both the national and base level. Examples include the DOD-sponsored Joint Civilian Orientation Conference for which

DOD absorbed \$34,876 in fiscal year 1972; the Air Force Civilian Distinguished Visitor Program, which GAO estimates cost approximately \$527,000 in 1972; the Navy Guest Cruise Program which had 86 cruises in fiscal year 1972; the Army Orientation Tour Program, and open houses. (See p. 17.)

--Each service has a museum program which attracts many visitors each year. For example, the Air Force Museum had approximately one million visitors in calendar year 1972. (See p. 21.)

--In addition each service has a group which is responsible for preparing and displaying service-related exhibits. Costs for the Air Force Orientation Group were about \$1.9 million for fiscal year 1972. The Navy-Marine Corps Exhibit Center incurred costs of \$662,894 in calendar year 1972. GAO did not obtain information regarding the Army exhibit group because the group had been transferred to the Army Recruiting Support Center, where its efforts are supposedly directed toward recruiting. (See p. 21.)

--The Defense Information School trains graduates for positions in information assignments at all levels of command. Its operating costs for fiscal year 1972 were approximately \$1.8 million. Surveys showed that 81 percent of the graduates from the Information Officer Course were performing duties as full-time public affairs officers. (See p. 26.)

--The Industrial College of the Armed Forces conducts National Security Seminars to educate reserve officers and to increase the level of understanding of active duty officers and interested

civilians about the factors affecting the United States in world affairs. For fiscal year 1972 the cost for these seminars was \$260,918. (See p. 27.)

GAO has not concluded that all of these activities are, in fact, public affairs activities. However, they are promotional in nature, and some of the costs discussed in this report and costs not developed for other promotional type activities are, as a minimum, the types of costs that should be considered for inclusion in DOD's public affairs program and reported as public affairs expenditures.

RECOMMENDATIONS OR SUGGESTIONS

DOD should reexamine its position on what it includes as public affairs costs, since many of the activities mentioned in this report meet the DOD definition, at least in part, of public information and community relations. The Office of Management and Budget considers some of these promotional activities as public relations activities in its 1970 Bulletin.

Also, procedures should be established to account for and report costs of all employees who work in public affairs activities.

As requested by your staff, we did not obtain written comments from the services. However, we did discuss our observations with representatives from the Departments of Defense, Army, Navy, and Air Force, and they did not make any official comments concerning our observations.

MATTERS FOR CONSIDERATION BY THE COMMITTEE

The Committee may wish to clarify what types of DOD activities it expects to be reported under the \$28 million limitation.

CHAPTER 1

INTRODUCTION

The Chairman, Committee on Foreign Relations, United States Senate, asked GAO to perform a study of Department of Defense (DOD) activities which appear to be public affairs and to determine if their costs are included in the \$28 million annual limitation imposed by the House and Senate Committees on Appropriations.

There is no commonly accepted body of activities that can be classified as public affairs or public relations activities. We have, therefore, examined into those activities which, in our opinion, fall within DOD's definitions and a definition used in 1970 by the Office of Management and Budget (OMB) to facilitate collection of data on public relations activities by the Government. The OMB Bulletin was issued to permit a central review by OMB of all agency public relations activities. OMB criteria are discussed on page 8 of this report.

In discussions with us DOD officials said it does not charge to public affairs the personnel costs of any individuals who spend less than 50 percent of their time in public affairs. DOD has defined public affairs activities as public information and community relations activities, which are further defined as follows:

"Public Information - All functions and activities which are performed primarily for the purpose of providing official information about the Military Departments and Defense Agencies to the public and public media, such as press, radio and television, magazines and books, motion pictures, or other outlets. * * *"

"Community Relations - All functions and activities which are performed primarily for the purpose of contributing to good relations between the Military Departments and Defense Agencies and all segments of the civilian population at home and abroad to help foster mutual acceptance, respect and cooperation."

The following table shows the estimated number of civilian and military personnel engaged in public affairs for fiscal years 1972 and 1973.

	Fiscal years	
	<u>1972</u>	<u>1973</u>
Army:		
Civilian	222	251
Military	<u>405</u>	<u>403</u>
Total	<u>627</u>	<u>654</u>
Navy:		
Civilian	96	92
Military	<u>235</u>	<u>200</u>
Total	<u>331</u>	<u>292</u>
Marine Corps:		
Civilian	11	11
Military	<u>218</u>	<u>218</u>
Total	<u>229</u>	<u>229</u>
Air Force:		
Civilian	161	164
Military	<u>386</u>	<u>389</u>
Total	<u>547</u>	<u>553</u>
Defense agencies and Office of the Secretary of Defense:		
Civilian	79	82
Military	<u>76</u>	<u>77</u>
Total	<u>155</u>	<u>159</u>
Total personnel	<u>1,889</u>	<u>1,887</u>

The following table summarizes the estimated costs of public affairs activities within DOD for fiscal years 1972 and 1973.

	<u>Fiscal years</u>	
	<u>1972</u>	<u>1973</u>
	(000 omitted)	
Army:		
Military personnel	\$ 3,866	\$ 4,244
Operation and maintenance	4,135	4,470
Operation and maintenance, Army National Guard	<u>50</u>	<u>50</u>
Total	<u>8,051</u>	<u>8,764</u>
Navy:		
Military personnel	2,494	2,573
Operation and maintenance	<u>1,418</u>	<u>1,522</u>
Total	<u>3,912</u>	<u>4,095</u>
Marine Corps:		
Military personnel	1,612	1,841
Operation and maintenance	<u>169</u>	<u>171</u>
Total	<u>1,781</u>	<u>2,012</u>
Air Force:		
Military personnel	4,233	4,413
Operation and maintenance	1,366	1,855
Research, development, test and evaluation	<u>303</u>	<u>323</u>
Total	<u>5,902</u>	<u>6,591</u>
Defense agencies and Office of the Secretary of Defense:		
Military personnel (various)	1,291	1,657
Operation and maintenance, Defense agencies	<u>1,503</u>	<u>1,690</u>
Total	<u>2,794</u>	<u>3,347</u>
Total costs	<u>\$22,440</u>	<u>\$24,809</u>

SCOPE OF REVIEW

Our work included gathering information and having discussions with officials of the Departments of Defense, Army, Navy, and Air Force in the Washington, D.C., area. In addition, work was performed at the Defense Information School, Fort Benjamin Harrison, Indianapolis; and at six installations in San Francisco: Travis Air Force Base; McClellan Air Force Base; Presidio of San Francisco, 6th Army Headquarters; Fort Ord; Naval Air Station, Alameda; and the U.S. Naval Station, Treasure Island. The field installations were selected to indicate what types of public affairs activities were conducted at the local level and whether the costs were included as public affairs expenditures.

CHAPTER 2

OVERVIEW

In 1970 the Blue Ribbon Defense Panel, in its report to the President and the Secretary of Defense, recommended that a separate program be established for public affairs activities to improve internal planning and management of these activities. Although DOD established a program to collect costs in the accounting system for public affairs, it included only personnel salaries and such expense elements as travel, transportation, printing and reproduction, and supplies. Additionally, costs reported by DOD and included in our report do not include all costs, such as those for office space, maintenance facilities, and capital outlays for aircraft. Costs for other activities which bring DOD personnel and organizations before the public are discussed below and in appendix II.

DESIRED LIMITATION

During fiscal year 1971 appropriation hearings, the House Committee on Appropriations recommended, and the Senate Committee on Appropriations concurred, imposing a \$28 million annual limitation on the funds available for public affairs, public information, and public relations. Although this limitation did not appear in the appropriation act for fiscal year 1972, DOD submitted a budget for public affairs expenditures within this limitation. Public affairs expenditures reported by DOD for fiscal year 1972 amounted to about \$22 million and primarily include personnel salaries. The \$22 million does not include costs of activities included in our review.

WHY CERTAIN COSTS ARE EXCLUDED FROM TOTAL PUBLIC AFFAIRS EXPENDITURES

Costs for other activities which appeared to be promotional in nature were not included in public affairs costs because the agencies felt that these activities did not meet the defined criteria of public affairs. For example, the public affairs definition includes all activities performed primarily to contribute to good relations between the military departments and the civilian population. Costs of operating aerial teams are an excellent illustration of

promotional activities, yet these costs are not included as public affairs. Agencies were also inconsistent in determining the extent to which they should include operating costs of similar activities in their public affairs expenditures. For example, Army and Navy officials informed us that they include the entire costs for operating their hometown news center, while the Air Force includes only about 46 percent of the costs for its hometown news center.

According to DOD instructions, only the personnel costs of those employees who spend more than 50 percent of their time in public affairs are included in public affairs costs. One or more information offices at each installation we visited handled both internal command information and external public information and public affairs. We did not find any evidence that records had been kept to adequately support the time employees spent performing duties for public affairs and other activities. Consequently, there is little assurance that the number of positions shown in the DOD budget adequately reflects the total public affairs positions and costs.

EXPENDITURES INCONSISTENT WITH OMB DEFINITION OF PUBLIC RELATIONS ACTIVITIES

The military departments' public affairs expenditures are inconsistent with the types of public relations activities reported to OMB in response to Bulletin 70-10, April 1970. The purpose of this bulletin was to centralize data on public relations activities for review. OMB defines public relations activities, for the purposes of this bulletin, as those which publicize or promote the objectives, operations, facilities, or programs for which the agency is responsible or in which it has an interest--whether or not they are specifically authorized by law. These included, but were not limited to, press contacts, broadcasting, advertising, exhibits, films, publications, and speeches.

GAO REVIEW

We reviewed selected promotional type activities which seem to meet OMB criteria. These activities had operating costs of about \$24 million but are not included in DOD's public affairs expenditures. They are summarized in appendix II. Although DOD does not classify these costs as

public affairs type expenditures, they could be considered, at least in part, public affairs within the OMB criteria since they do promote and project the military departments to the public. Other activities may also exist, which outside of the Government, would normally be called public relations and public affairs. Costs for selected tours are shown for the years the tours were conducted. They were included in this report merely to demonstrate the types of activities not included in public affairs expenditure reporting.

Recruiting activities

We did not obtain operating costs for activities directly related to recruiting. However, we obtained operating costs relating to the Air Force and Navy-Marine Corps groups which are responsible for preparing and displaying service-related exhibits. We did not obtain comparable information for the Army exhibit group because the Army has transferred its group to the Army Recruiting Support Center. According to an Army official, all of its exhibit efforts are directed toward recruiting an all-volunteer force.

We are aware of several recruiting aids that might be considered promotional since they appear to be aimed at the general public and not specifically at prospective recruits. For example, the military departments have printed bumper stickers featuring phrases which advertise a particular department. Another example of recruiting aids is the distribution of musical programs to radio stations. The Navy distributes five such shows: The Lawrence Welk Show; Red, White, and Navy Blue; Navy Hoedown; Sounds Like the Navy; and Travel the World in Song.

Guest speakers

The costs for providing guest speakers to interested civilian groups are also excluded from the total public affairs expenditures. If arrangements are made through a public information officer who devotes more than 50 percent of his time to public affairs activities, the cost for coordination would be included in the public affairs expenditures. However, unless the speaker is classified as a public affairs employee, the costs for the speaker's salary, travel, and speech

preparation are not included. We did not try to obtain costs for providing these services which, in our opinion, seem to fall within DOD's definition of public affairs.

CHAPTER 3

SPECIAL AERIAL TEAMS

There are four major aerial teams representing DOD:

1. Thunderbirds--Air Force
2. Blue Angels--Navy
3. Silver Eagles--Army
4. Golden Knights--Army

The Thunderbirds, Blue Angels, and Silver Eagles exhibit precision aerial maneuvers. The Thunderbirds and Blue Angels fly F-4's, while the Silver Eagles fly helicopters. The Golden Knights demonstrate parachute free-fall and precision-landing techniques. These teams perform at such events as airport dedications, aviation shows, expositions, fairs, and other civic events which contribute to the public's knowledge of the U.S. Armed Forces equipment and its capabilities. DOD claims the number one priority for utilizing these teams for such events is to support the all-volunteer force recruiting. DOD does not include the costs for these teams in the public affairs budget nor does it report them as recruiting expenditures.

The cost to the civilian sponsor for having one of these teams at its events is below:

--Blue Angels and Thunderbirds--\$1,500 a day. In addition, the sponsoring organization may be liable for any additional cost to the Government for aviation fuel.

--Silver Eagles--\$750 a day.

--Golden Knights--\$25 a man for each day.

The following tables give the statistics concerning the costs and operations of the military special aerial teams:

Special aerial team	Fiscal year 1972 costs				Number of personnel
	Personnel	Operations and maintenance	Amount reimbursed	Total	
Blue Angels (note d)	\$1,073,900	\$1,071,800	\$49,000	\$2,096,700	101
Thunderbirds (note d)	928,000	1,690,000	b40,500	2,577,500	104
Golden Knights (note d)	442,600	152,561	c7,656	587,505	57
Silver Eagles (note a)	<u>312,000</u>	<u>287,000</u>	<u>-</u>	<u>599,000</u>	<u>31</u>
Total	<u>\$2,756,500</u>	<u>\$3,201,361</u>	<u>\$97,156</u>	<u>\$5,860,705</u>	<u>293</u>

^aThe Silver Eagles were formed in November 1972 and did not start performing until March 1973. Costs are estimates for fiscal year 1973.

^bAmount reimbursed for calendar year 1972.

^cIncludes \$1,050 from Detroit Air Show for which payment has been delayed due to litigation not involving the Army.

^dThe operating costs for these teams totaled approximately \$5.3 million but did not include the cost of aircraft and initial modifications or maintenance facilities.

In calendar year 1972 three of the aerial teams performed 390 times before an estimated 13.3 million spectators. The statistics are broken down, as follows:

<u>Special aerial team</u>	<u>Number of performances</u>	<u>Estimated number of spectators</u>
Blue Angels	67	2,751,000
Thunderbirds	117	6,300,000
Golden Knights	<u>206</u>	<u>4,286,162</u>
Total	<u>390</u>	<u>13,337,162</u>

THUNDERBIRDS

According to Air Force officials, the objectives of the Thunderbirds, based at Nellis Air Force Base, Nevada, is to

--demonstrate selected capabilities of tactical airpower and the professional competence of Air Force personnel,

--reinforce public confidence in the U.S. Air Force and its personnel,

--support U.S. Air Force Community Relations and People-to-People programs, and

--support Air Force recruiting and retention programs.

<u>Thunderbirds</u>	<u>Fiscal year 1972 costs</u>	
Personnel:		
Military	\$919,000	
Civilian	<u>9,000</u>	\$ 928,000
Operations and maintenance:		
Temporary duty travel and transportation	256,000	
Utilities and rent	2,000	
Purchase equipment maintenance	2,000	
Other purchase services	5,000	
Printing	22,000	
Aviation fuel	507,000	
Supplies	323,000	
Equipment	11,000	
Depot maintenance (annually at Hill Air Force Base)	<u>562,000</u>	<u>1,690,000</u>
Total		<u>\$2,618,000</u>

<u>Calendar year 1972 performances</u>	<u>Number</u>
Military or Government	86
TRANSPO 72	4
Civilian-sponsored	<u>27</u>
Total	<u>117</u>

BLUE ANGELS

According to Navy officials, the mission of the Blue Angels, based at Pensacola Naval Air Station, Florida, is to

--support recruitment of pilots and personnel for military aviation,

--demonstrate to the public the flexibility of modern tactical aircraft and the high degree of professional skill required to maintain and operate such aircraft,

--provide inspiration to all military pilots to perfect their own skill, and

--support our national objectives by furthering international goodwill in out-of-country tours.

<u>Blue Angels</u>	<u>Fiscal year 1972 costs</u>	
Military personnel		\$1,073,900
Operations and maintenance:		
Temporary duty travel and transportation of personnel	\$204,000	
Utilities	10,000	
Maintenance and painting	213,600	
Aviation fuel	632,200	
Supplies	<u>12,000</u>	<u>a1,071,800</u>
Total		<u>\$2,145,700</u>

^aIncludes \$70,500 operations and maintenance cost for Marine Corps KC-130 transport.

CHAPTER 4

MILITARY BANDS

There are five major military ceremonial bands stationed in the Washington, D.C., area which represent the four military services.

- United States Marine Band
- United States Air Force Band
- United States Navy Band
- United States Army Official Band
- United States Army Field Band

According to DOD officials these five ceremonial bands are heavily committed to official functions within the Washington area. Occasionally these bands perform national and international concert tours and are available for certain major events of public interest. In fiscal year 1972, these bands performed at a cost of approximately \$10.6 million.

<u>Washington-based ceremonial bands</u>	<u>Fiscal year 1972 costs</u>			<u>Personnel assigned</u>
	<u>Personnel-military</u>	<u>Operations and maintenance</u>	<u>Total</u>	
Marine	\$1,616,000	\$ 111,000	\$ 1,727,000	149
Air Force	1,698,000	234,000	1,932,000	223
Navy	1,676,100	257,355	1,733,455	175
Army Field	1,522,081	438,000	1,960,081	160
Army Official	<u>2,978,476</u>	<u>282,700</u>	<u>3,261,176</u>	<u>297</u>
Total	<u>\$9,490,657</u>	<u>\$1,123,055</u>	<u>\$10,613,712</u>	<u>1,004</u>

^aIncludes \$11,000 for one-time special project to update band uniforms.

In 1972 the five bands performed 5,029 times before an estimated 7.8 million spectators.

<u>Band</u>	<u>Number of engagements</u>	<u>Estimated number of spectators</u>
Marine	621	699,390
Air Force	1,137	1,300,000
Navy	2,083	910,127
Army Field	427	853,259
Army Official	<u>761</u>	<u>4,000,000</u>
	<u>5,029</u>	<u>7,762,776</u>

BANDS AT BASE LEVEL

Three of the six installations we visited had bands. In addition to their military functions, these bands also performed at community events.

<u>Installation</u>	<u>Period</u>	<u>Number of performances</u>	<u>Number of public performances</u>	<u>Fiscal year 1973 estimated costs</u>
12th Naval District	7-1-72 to 2-28-73	222	111	\$284,400
Fort Ord	1-8-72 to 2-28-73	168	15	184,597
6th Army	7-1-72 to 4-12-73	<u>105</u>	<u>53</u>	<u>308,790</u>
Total		<u>495</u>	<u>179</u>	<u>\$777,787</u>

CHAPTER 5

CIVILIAN TOURS

DOD conducts various tours for civilians at both the national and base levels. Although these tours have different formats, one of the purposes of each is to acquaint civilians with military installations and facilities. The costs for these tours are not generally included in the DOD public affairs budget.

JOINT CIVILIAN ORIENTATION CONFERENCE

According to DOD officials, the purpose of this program is to inform leading business, professional, and religious representatives about DOD's mission and the strength and readiness of the U.S. Armed Forces. The conferees are encouraged to impart this information to their communities to stimulate interest in DOD activities.

Sixty-one people attended the 41st Joint Civilian Orientation Conference in May 1972. This conference, which lasted 6 days, began in Colorado Springs and ended in Washington, D.C. The conferees were responsible for their transportation to Colorado and from Washington, and DOD provided transportation for the tour.

The conferees paid approximately 30 percent of the total cost of the conference, including lodging, meals, mementos, and insurance with DOD absorbing the remaining 70 percent. Costs reported in a prior GAO report (B-169242, Jan. 17, 1973) are shown below.

<u>41st Joint Civilian Orientation Conference</u>	Fiscal year 1972 <u>cost</u>
Meals, receptions, and lodging	\$10,366
Pictures, mementos, and other miscellaneous items	4,860
Insurance	242
Services provided by military and civilian personnel	19,648
Ground transportation	868
Military air transportation	11,375
Travel--military personnel	1,179
Security checks	1,540
Program booklets	<u>266</u>
Total	50,344
Reimbursement to DOD	<u>15,468</u>
Cost absorbed by DOD	<u>\$34,876</u>

DOD officials believed that the \$19,648 for services provided by military and civilian personnel would have been incurred in any event and should therefore not be charged to this project.

AIR FORCE CIVILIAN DISTINGUISHED VISITOR PROGRAM

The Air Force Civilian Distinguished Visitor Program invites civic leaders in the business, professional, and religious fields to visit Air Force installations and to meet with installation officials. According to Air Force officials, the primary purposes of these visits are to

- broaden the civic leaders' understanding of the Air Force mission,
- improve the Air Force's community relations, and
- fulfill the Air Force's obligation to disseminate information to the public.

In 1972 the major commands of the Air Force conducted 120 tours for 3,400 guests. The average cost to each guest was \$25 to \$30 a day according to Air Force officials.

We estimate that for 1972 approximately \$527,000 was involved for (1) services provided by military and civilian personnel, (2) the use of military aircraft and ground vehicles, (3) per diem and travel allowances for Air Force escorts, and (4) the printing of information kits and group photographs. This estimate is based on an earlier GAO review (B-169242, Oct. 6, 1971) on tours conducted in calendar year 1970.

In our earlier report, we limited the review to 51 tours conducted by the Strategic Air Command for 1,683 guests and estimated the total cost to the Air Force to be \$224,000.

NAVY GUEST CRUISE PROGRAM

According to Navy officials the primary purposes of the Navy Guest Cruise Program are to

- provide the guests with information about the Navy's mission and capabilities,

--acquaint community leaders with the competence and skill of Navy personnel, and

--explain the Navy's relationship with the other military services.

The Navy Guest Cruise Program is coordinated with the Navy's regularly scheduled sailings, and Navy officials claim that the program is operating at no cost to the Government. Guests are taken on these sailings only when vacancies exist and are responsible for their travel to and from the port. Guests on board the vessels reimburse their costs to the Government.

During fiscal year 1972 the Navy had 86 cruises carrying 251 guests. The guests were chosen from those people nominated by the various naval districts and flag officers throughout the country for the 2- to 5-day cruises. We did not obtain the costs related to these cruises but reviewed the program for calendar year 1970, in which there were 55 cruises for 226 guests. We estimated that the Navy incurred costs of \$27,600 on 4 of the cruises for 50 guests. (B-169242, Jan. 18, 1972.)

6th ARMY TOURS

The 6th Army has sponsored several tours in conjunction with the Continental Army Command's Army Orientation Tour Program, "Operation Friendship" tours. According to 6th Army officials, these tours are to inform civil professional and business leaders, at the local level, of the diversity, readiness, and training of the modern Army at no cost to the Army. The Continental Army Command also requires that each Continental Army Commander conduct at least four Operation Friendship tours a year.

During calendar year 1972 the 6th Army had 5 Operation Friendship tours for 116 school administrators, high school counselors, and business and civic leaders. One of these five tours was an Operation Trail Blazer tour. Operation Trail Blazer is a multiservice tour organized by the 6th Army Civilian Aide to the Secretary of the Army. We estimated transportation costs for 26 business and civic leaders on the June 1972 tour as approximately \$1,594 for use of a 6th Army bus, the Coast Guard Cutter, and the helicopters from Fort Ord.

In keeping with the Army Command's guidelines of conducting these tours at no cost to the Army, guests arranged for their own transportation to and from the tour meeting place and paid for their meals and lodging. However, on three occasions Air Force or Air National Guard aircraft were used to provide transportation from the tour meeting place to base destinations. We estimated that the cost of two Air Force flights was \$3,898. No cost data was available on the Air National Guard aircraft.

OPEN HOUSES

Since January 1972, of the six installations visited in the San Francisco area, only one had conducted open house for the public. Some of its events were:

- A fly-by of six C-141s and a C-5 aircraft.
- Static aircraft displays.
- Parachute jump by an 8-member combat control team from a C-141.
- Flight line tours on a minibus.
- Sentry dog demonstration.
- Performance by the 36-member Air Force Academy Band.
- Thunderbirds' aerial demonstration.

In addition, considerable resources, both manpower and equipment, went into planning and conducting the open house. However, records and data were not available to show the costs associated with the events.

CHAPTER 6

MUSEUMS AND EXHIBIT GROUPS

The Army, Navy, and Air Force have museum programs, which attract many visitors each year. In addition, these services have groups which are responsible for preparing and displaying service-related exhibits. However, the Army has transferred its group to the Army Recruiting Support Center since, according to an Army official, all of the exhibit efforts are directed toward recruiting for the President's all-volunteer force.

ARMY MUSEUMS

Army officials informed us that 72 museums are in its program. Although funding of Army museums is determined by individual commanders as part of the base budget, historical artifacts are controlled by the Office of the Chief of Military History in Washington, D.C.

According to Army officials, museums in the Army system collect, preserve, utilize, and exhibit artifacts pertaining to the Army's history, achievements, customs, and traditions. They support Army efforts to foster unit morale, enhance troop esprit de corps, provide research tools to the serious scholar, provide for research and development, improve knowledge, and promote better understanding and awareness of the Army.

The following schedule shows details concerning 10 of the Army's museums for fiscal year 1972.

	<u>Authorized personnel strength</u>	<u>Total costs</u>	<u>Number of visitors</u>
West Point Museum	14	\$163,077.98	316,329
U.S. Army Aviation Museum	3	77,680.00	136,695
U.S. Army Field Artillery and Fort Sill Museum	7	130,715.21	200,000
U.S. Army Infantry Museum	6	41,773.37	48,003
U.S. Army Ordnance Museum	4	57,300.00	16,500
U.S. Army Quartermaster Mu- seum	3	47,633.00	100,000
U.S. Army Signal Corps Mu- seum	2	25,825.00	50,000
U.S. Army Transportation Museum	2	13,820.00	47,360
Patton Museum of Cavalry and Armor	2	31,980.00	300,000
Fort Leavenworth Museum	<u>2</u>	<u>33,504.00</u>	<u>90,000</u>
Total	<u>45</u>	<u>\$623,308.56</u>	<u>1,304,887</u>

AIR FORCE MUSEUM

According to Air Force officials the official Air Force Museum, at Wright-Patterson Air Force Base, Ohio, portrays the history of the United States Air Force by maintaining and exhibiting aerospace items associated with historic events, important eras, notable achievements, and technological developments of the Air Force and its predecessor organizations. Air Force officials stated that in calendar year 1972 the Air Force Museum had 1,001,078 visitors. The museum receives some financial support from private sources.

The Air Force's cost for operating the museum is shown in the table below.

	<u>Fiscal year 1972</u>	
	<u>Cost</u>	<u>Personnel</u>
Military personnel	\$ 17,000	1
Civilian personnel	733,000	45
Operations and maintenance	<u>173,000</u>	<u>-</u>
Total	<u>\$923,000</u>	<u>46</u>

According to Air Force officials, the financial support which the museum receives from the Air Force is not included in the Air Force's public affairs budget.

NAVY MUSEUMS

Navy officials informed us that eight museums are in their program. Of these, the Navy Memorial Museum, at the Navy Yard in Washington, D.C., is an official museum. Navy officials stated that this museum's mission is to provide a means for collecting, preserving, and displaying naval relics. These relics are used to inspire, inform, and educate service personnel and the general public about naval history, heritage, and scientific contributions. During fiscal year 1972 this museum had 167,641 visitors.

<u>Costs of Navy Memorial Museum</u>	<u>Fiscal year 1972</u>
Personnel (note a)	\$176,000
Operating expenses	<u>3,200</u>
Total cost	<u>\$179,200</u>

^aCosts for 11 assigned personnel.

The Navy also provided information on four of the seven museums which are funded and operated by commands.

	<u>Fiscal year 1972</u>	
	<u>Total costs</u>	<u>Number of visitors</u>
SeaBee Museum Port Hueneme, California	\$ 27,000	37,000
Amphibious Museum Norfolk, Virginia	18,797	96,000
Naval Aviation Museum Pensacola, Florida	105,300	70,000
U.S. Naval Academy Museum	<u>114,298</u>	<u>500,000</u>
Total	<u>\$265,395</u>	<u>703,000</u>

AIR FORCE ORIENTATION GROUP

The Air Force Orientation Group is stationed at Wright Patterson Air Force Base. Its mission, according to Air Force officials, is to plan, design, construct, maintain, transport, and present exhibits, displays, and other visual and aural material depicting Air Force progress, activities, missions, equipment, and personnel. The objectives of this mission are:

"a. To devote maximum effort to motivation of qualified youth toward voluntary service in the USAF by:

(1) Portraying the advancement of aerospace power on military or public occasions appropriately authorized by

regulation in support of the Recruitment, Retention, and Reenlistment Program.

(2) Presenting visually the significance of the Air Force and its responsibility for the security of the nation.

(3) Supporting development of Air Force heritage and tradition."

"b. To provide for economical centralization of Air Force exhibits."

"c. To furnish guidance on acceptable Air Force standards in planning exhibits."

The following table shows the group's operating costs.

<u>Air Force Orientation Group</u>	<u>Fiscal year 1972</u>	
	<u>Cost</u>	<u>Personnel</u>
Personnel:		
Military	\$1,169,000	144
Civilians	361,000	26
Operations and maintenance	<u>367,000</u>	<u>--</u>
Total	<u>\$1,897,000</u>	<u>170</u>

According to an Air Force official these costs are not included in the Air Force budget for public affairs.

NAVY-MARINE CORPS EXHIBIT CENTER

The Navy-Marine Corps Exhibit Center's primary mission is to produce, transport, and display naval exhibits in order to facilitate combat art production assignments and maintain and display the Navy combat air productions. The purpose of the Center is to respond to the public's interest in the Navy's mission and operations, disseminate technical and scientific information, and to assist in recruiting Navy military and civilian personnel.

The exhibits are taken on 45- to 60-day tours and are displayed before audiences at local, state, regional, and

national conventions, conferences, seminars, fairs, and other events. There were 156 tours in calendar year 1972. The Center also has some general-purpose displays in public buildings and locations. Navy officials estimated that attendance was several million.

The Combat Air Center has a special selection of original art works entitled "Operation Palette II" which travels almost constantly. Navy officials estimated that attendance was more than 500,000.

In addition to the combat art tours, the Navy-Marine Corps Exhibit Center has a year-round art display at the Exhibit Center Art Gallery. The Art Gallery is located in the Washington Navy Yard and is open to the public during the week. Navy officials estimated that the annual attendance is 6,000.

The following table shows the cost of the Exhibit Center for calendar year 1972:

<u>Navy-Marine Corps Exhibit Center</u>	<u>Calendar Year</u>	
	<u>Amount</u>	<u>Personnel</u>
Personnel:		
Military	\$179,327	18
Civilians	244,145	16
Operations and maintenance	<u>239,422</u>	<u>-</u>
Total	<u>\$662,894</u>	<u>34</u>

CHAPTER 7

EDUCATIONAL AND TRAINING ACTIVITIES

DEFENSE INFORMATION SCHOOL

The stated mission of the Defense Information School is to provide training to selected officers and enlisted and civilian personnel of DOD components and the U.S. Coast Guard. The objective of the training is to prepare graduates for positions in information assignments at all levels of command.

The Department of the Army programs, budgets, and finances all expenses associated with operating the school. The pay and allowances of military personnel assigned to the school's staff are borne by the DOD component from which assigned. However, the Department of the Army bears civilian personnel costs. The civilian personnel costs are charged against the Army's operation and maintenance appropriations. The school's operating cost during fiscal year 1972 was about \$1.8 million.

<u>Defense Information School</u>	<u>Fiscal year 1972</u>	
	<u>Cost</u>	<u>Personnel</u>
Operating costs	\$ 268,320	
Personnel costs:		
Civilian	517,487	42
Military	<u>1,053,911</u>	<u>87</u>
Total	<u>\$1,839,718</u>	<u>129</u>

The Defense Information School offers eight courses for military and civilian personnel. The enrollment in fiscal year 1972, by course, is summarized below.

<u>Courses</u>	<u>Enrollment</u>
Information specialist-journalist	689
Information specialist-broadcaster	170
Broadcast officer	19
Information officer	249
Information officer (reserve component)	33
Public affairs seminar	81
Newspaper editor	75
Advanced information specialist	<u>31</u>
Total	<u>1,347</u>

Further analysis of the enrollment statistics for fiscal year 1972 reveals the following information.

	<u>Number</u>
Military:	
Offices	329
Enlisted	a950
Civilians	<u>68</u>
Total	<u>b1,347</u>

^aApproximately 43% of the enlisted students were E-1s and E-2s.

^bOf the 1,347 personnel enrolled, 1,204 graduated.

On the basis of surveys performed by the Defense Information School in 1972, school officials advised us that most of the enlisted graduates of the information specialists-journalists course and broadcaster course usually performed duties at their military installations dealing with internal affairs, such as writing for post newspapers and working at military radio or TV stations. These activities are principally directed to the military population and are not considered as part of public affairs. However, in reviewing the survey results, GAO found that a few enlisted graduates do prepare releases for the hometown news center.

Surveys of graduates from the information officer course show that about 81 percent of the graduates were performing duties as full-time public affairs officers, including preparing and presenting of briefings, contacting media, and planning and conducting open-house activities. Another 11 percent of the graduates performed such duties on a part-time basis.

We did not attempt to allocate operating costs associated with training persons that ultimately perform public-affairs-type duties.

NATIONAL SECURITY SEMINARS

The primary purpose of National Security Seminars is to educate reserve officers. Also, they attempt to increase the level of understanding of active duty officers and

interested civilians about the factors affecting the United States in world affairs.

The Industrial College of the Armed Forces is responsible for funding and conducting these seminars. In fiscal year 1973 the seminars were held in seven cities throughout the United States. The seminar staff consisted of 4 civilians and 10 military personnel who taught 7 main topics:

1. National security
2. Basic resources
3. Management of industrial resources
4. International security problems and policies
5. National economic problems and policies
6. Management in the Department of Defense
7. National security management in perspective

In fiscal year 1972 the seminars' certificate of completion was issued to 1,953 registrants, 1,396 to military conferees and 557 to civilians; 2,067 civilians initially registered for the seminars.

The civilian cosponsors are directly responsible for the financial costs of the auditorium, office facilities, publicity, stationery, telephones, and other associated facilities for which total cost was not developed for fiscal year 1972. The Industrial College of the Armed Forces and the service to which the military personnel is assigned must bear the remaining costs of the National Security Seminars as shown below:

	<u>Fiscal year 1972</u>	
	<u>Cost</u>	<u>Personnel</u>
Personnel:		
Civilian	\$ 33,886	4
Military	182,067	10
Travel	39,619	
Supplies and equipment	3,446	
Transportation of supplies and equipment	<u>1,900</u>	<u>—</u>
Total	<u>\$260,918</u>	<u>14</u>

CHAPTER 8

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

We believe that many of the activities discussed in this report, at least in part, meet the DOD definition of public information and community relations. DOD defines the purpose of these activities as (1) providing official information about the military departments to the public and (2) contributing to good relations with all segments of the civilian population.

There is no commonly accepted body of activities that can be classified as public affairs or public relations activities. We have, therefore, examined into those activities which, in our opinion, fall within DOD's definition and a definition used in 1970 by OMB. The OMB Bulletin was issued to permit a central review by OMB of all agency public relations activities.

No definitions of public affairs or public relations activities appear in the limitation stated by the Senate Appropriations Committee. However, as indicated by the OMB Bulletin in 1970, these activities can be described with some precision.

We believe that DOD has been too conservative in defining its public affairs activities for purposes of reporting under the committee limitations. For instance, tours arranged for the public seem clearly comparable to private firms' public relations and promotional tours and should be reported as such.

Similarly, performances by various aerial teams appear to be primarily promotional in nature and should also be reported as public affairs.

On the other hand, because criteria concerning what the Congress considers to be public affairs or public relations activities are not clear, it is doubtful whether all activities which place DOD personnel, equipment, or organizations before the public should be classified as such. For instance, museums could be considered primarily

educational in nature, used for the purpose of preserving instruments of history in the public interest.

In the absence of clear definitions which show the interest of the Congress, a number of DOD activities which the Congress might include in its appropriation limitations will not be included in the DOD public affairs cost reporting system.

RECOMMENDATIONS

We recommend DOD reexamine its position on what it includes as public affairs costs, since many of the activities mentioned in this report meet the DOD definition, at least in part, of public information and community relations. OMB considers some of these promotional activities as public relations activities in its 1970 Bulletin.

We also recommend that procedures be established to account for and report costs of all employees who work in public affairs activities.

MATTERS FOR CONSIDERATION BY THE COMMITTEE

We suggest that the Committee clarify what types of DOD activities it expects to be reported under the \$28 million limitation.

J. W. FULBRIGHT, ARK., CHAIRMAN
 JOHN SPARKMAN, ALA. GEORGE D. AIKEN, VT.
 MIKE MANSFIELD, MONT. CLIFFORD P. CASE, N.J.
 FRANK CHURCH, IDAHO JOHN SHERMAN COOPER, KY.
 STUART SYMINGTON, MO. JACOB K. JAVITS, N.Y.
 CLAIBORNE FELL, R.I. HUGH SCOTT, PA.
 GALE W. MCGEE, WYO. JAMES B. PEARSON, KANS.
 EDMUND S. MUSKIE, MAINE CHARLES H. PERCY, ILL.
 WILLIAM B. SPONG, JR., VA.

CARL MARCY, CHIEF OF STAFF
 ARTHUR M. KUHL, CHIEF CLERK

United States Senate

COMMITTEE ON FOREIGN RELATIONS
 WASHINGTON, D.C. 20510

November 22, 1972

Mr. Elmer B. Staats
 Comptroller General
 General Accounting Office
 Washington, D.C. 20548

Dear Mr. Staats:

As you may know, for several years I have been concerned about the large expenditures within the Department of Defense for public relations and promotional activities. As evidence of its concern over the problem, the Senate Appropriations Committee in 1971 imposed an annual limitation of \$28 million on obligations by the Department of Defense for public affairs activities. In order to appraise the results to date of the restraints imposed by Congress, I would appreciate having the General Accounting Office make a study of the Department of Defense's activities which, outside of government, would normally be called public relations or public affairs, with particular emphasis on determining whether or not all activities of a promotional nature are counted against the ceiling. I would also appreciate having the General Accounting Office's recommendations for any steps needed to insure that Congress has the full facts available to it on the entire scope of the Department's public affairs, public relations, and promotional activities when it considers appropriation requests for the Department of Defense.

Sincerely yours,


 J. W. Fulbright
 Chairman

APPENDIX II

SCHEDULE OF SELECTED ACTIVITIES AND OPERATING COSTS

FOR FISCAL YEAR 1972 (Unless Otherwise Noted)

<u>Activities</u>	<u>Operating costs</u>
	(000 omitted)
Special aerial teams:	
Thunderbirds--Air Force	\$2,577
Blue Angels--Navy	2,097
Silver Eagles--Army (fiscal year 1973)	599
Golden Knights--Army	<u>588</u>
Total	\$ 5,861
Military bands:	
Army Field	\$1,960
Army Official	3,261
Navy	1,733
Air Force	1,932
Marine	1,727
Bands at base level (San Francisco 7/1/72 to 4/12/73)	<u>778</u>
Total	11,391
Civilian tours:	
Joint Civilian Orientation Conference	\$ 35
Air Force Civilian Distinguished Visitors Program	527
Navy Guest Cruise Program (calendar year 1970)	28
6th Army Tours (calendar year 1972)	5
Open Houses	<u>-</u>
Total	595
Museums and exhibit groups:	
Army Museums	\$ 623
Air Force Museum	923
Navy Museums	445
Air Force Orientation Group	1,897
Navy-Marine Corps Exhibit Center (calendar year 1972)	<u>663</u>
Total	4,551
Educational and training activities:	
Defense Information School	\$1,840
National Security Seminar	<u>261</u>
Total	<u>2,101</u>
Total operating costs	<u>\$24,499</u>

Note: These costs were furnished by DOD and were not verified by GAO.

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET
WASHINGTON, D.C. 20503

BULLETIN NO. 70-10

April 2, 1970

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Agency public relations activities

1. Purpose. This Bulletin provides instructions for reporting data on agency public relations activities to permit a central review of these operations.

2. Scope. The provisions of this Bulletin apply to all executive departments and agencies, and cover all activities which fall wholly or partially within the definitions contained herein.

3. Definition. For the purposes of this Bulletin, public relations activities are those which serve to publicize or promote the objectives, operations, facilities, or programs for which the agency has a responsibility or in which it has an interest--whether or not they are specifically authorized by law. These include, but are not limited to, activities concerned with press contacts, broadcasting, advertising, exhibits, films, publications, and speeches.

The activities to be reported will include those which provide information that is intended to be useful or of assistance to the public. For example, there should be reported activities that provide information on practices which are intended to improve health or to encourage safety and prevent accidents, and on the requirements of regulations or new benefit programs. Preparation of information for dissemination abroad and activities concerned with answering public inquiry and congressional mail should be excluded from the report.

4. Reports and timing. By May 1, 1970, each agency will submit 3 copies of a report, in the format of Exhibit 1, to the Bureau of the Budget. Executive departments will report separately for each bureau or other principal organizational unit (or major program) as well as for the agency as a whole.

In accordance with the instructions contained in Attachment A, information will be provided on three separate sheets, showing

APPENDIX III

(a) obligations, (b) man-years, and (c) full-time permanent positions at the end of the year. Actual information for fiscal year 1969 is required in a detailed cross-tabulation; estimates for fiscal years 1970 and 1971 are to be reported in more summary form. Where detailed supporting records are not available, statistical estimates and approximations should be reported.

ROBERT P. MAYO
Director

Attachment

INSTRUCTIONS FOR REPORTING ON
PUBLIC RELATIONS ACTIVITIES

Information is required to permit a central review of agency public relations activities. The requested information is to be provided in three separate schedules in the format of Exhibit 1, covering (1) costs in terms of obligations, (2) man-years, and (3) full-time permanent positions as of June 30.

Many of these activities are performed as part of other full-time duties and responsibilities. Specifically, the figures reported for man-years and for obligations will include the applicable proportion of the efforts of individuals who are not engaged full-time in public relations activities. Reported obligations will cover activities conducted directly by agency employees (including supplies, materials, and equipment, as well as personal services and travel costs) and those also carried out under contractual arrangements (including the appropriate proportion of contracts which cover a wider area of agency operations, such as the operation of a Federal installation). In the case of jointly funded facilities, all the required information will be reported by the agency operating the facility.

Following are the instructions and guidelines for specific entries in the agency report:

(Note: Detailed entries for each line and column will reflect actual 1969 information. However, estimates for 1970 and 1971--consistent with 1971 budget requests--will be shown only in total for each line and column.)

Lines

1. Press contacts. Include the preparation and distribution of material sent to non-Federal newspapers, periodicals, and other publications, or provided to their reporters.
2. Broadcasting. Cover the preparation, distribution, and dissemination of materials for radio and television broadcasts. Include such functions as the preparation of scripts and video tape presentations, the production of shows, appearances on programs, and contacts with stations to facilitate the use of materials.

3. Advertisements. Include the preparation, review, and placement of advertisements (even if the publication of the advertisement is provided free). This covers all types of institutional activities pertaining to specific agency programs or activities. Exclude advertising relating to the acquisition or disposal of Government property, and help-wanted advertising for specific vacancies.
4. Exhibits, films. Provide data on the preparation, installation, and circulation of exhibits, motion picture films, film strips, and other graphics. Include those prepared for fairs, public holidays, and agency celebrations (such as Armed Forces Day and Veterans Day) in addition to those for regular program purposes.
5. Publications. Include the preparation and distribution of all publications--whether or not they are specifically authorized by law--except for "house organ" periodicals primarily devoted to matters of interest to employees, and for accounting, statistical, and legal reports that are developed primarily for use within the Government. Use line 5.a. for periodicals, and line 5.b. for other types of publications such as monographs, pamphlets, and books which are issued once or at random intervals.
6. Speeches. Include the preparation and delivery of speeches, talks, lectures, etc., to primarily non-Federal audiences. When these are prepared for or delivered on radio or television, report such activity in line 2.
7. Other. Include and specifically identify any other outputs not covered above, which are designed to inform the public about agency programs and activities. The handling of requests for information in personal contacts with individuals (for example, providing directions to tourists and providing benefits information at Social Security offices) would be included here.
- 8-10. Totals. Show the summary totals for 1969, 1970, and 1971, and a distribution of those totals among the purposes identified in columns (A)-(F). The 1969 entries will reflect the sum of the entries on lines 1-7 in columns (A)-(G). The 1970 and 1971 entries in columns (H) and (J) respectively will reflect the sum of the entries on lines 1-7 in each of those columns.

Columns

- (A) Internal agency management. Include work done within the reporting agency to prepare materials for use in employee recruitment, orientation, and training. Exclude personnel interviewing, help-wanted advertising for specific job vacancies, and similar direct personnel office operations.
- (B) Congressional relations. Include staff time spent in maintaining liaison with members of Congress and their staffs, and preparing materials that are not specifically requested. Exclude resources applied to preparation of materials for and appearances at congressional hearings, and responses to specific congressional inquiries.
- (C) Agency activities. Include work involved in the development and presentation of information relating to the activities of the agency or any of its bureaus or other organizational elements. Report information on agency programs and their objectives, and on agency operations and facilities (both old and new projects). This includes, for example, publicizing the effects of recent congressional action (for pending congressional action, use columns (B) or (E) as appropriate) concerning the agency, and other information of interest to localities, clientele groups, etc.
- (D) Benefits and regulations. Cover activities involving publicized information on specific benefits available under agency programs, such as time limits, eligibility, and procedures for filing claims. Also cover activities involved in providing information to the public on agency regulations and their interpretation, implementation, or rescission.
- (E) Issues and problems. Cover information prepared and disseminated on the agency position, or proposed action, on specific issues or problems such as natural disasters, installation closings, proposed legislation, and response to public criticism.
- (F) Other. Include information on activities directed toward purposes other than those included in columns (A)-(E). Each of these will be identified in a brief footnote.
- (G) 1969 totals. Show the total of the entries in columns (A) through (F) for each type of output listed in the stub column.

APPENDIX III

(H), (J) 1970 and 1971 totals. Show the estimated totals for 1970 and 1971, distributed according to the types of output identified in the stub column.

Attachment

[DEPARTMENT OR AGENCY NAME]
Public Relations Activities₁/
[Obligations-in thousands of dollars]
[Man-years]
[Full-time permanent positions
as of June 30]₂/

DATE _____

Type of output	PURPOSE OF OUTPUT						1969 actual Totals (G)	1970 est. Totals (H)	1971 est. Totals (J)
	Internal agency management (A)	Congres- sional relations (B)	Agency activ- ities (C)	benefits and regu- lations (D)	Issues and problems (E)	Other (Specify in footnote) (F)			
1. Press contacts									
2. Broadcasting									
3. Advertisements									
4. Exhibits, films									
5. Publications: a. Periodicals b. Other									
6. Speeches									
7. Other (Specify)									
<hr/>									
Totals:									
8. 1969 (Actual)							XXXX	XXXX	
9. 1970 (Estimate)						XXXX		XXXX	
10. 1971 (Estimate)						XXXX	XXXX		

1/ Separate sheets, showing the prescribed stub items, will be provided on (a) obligations incurred; (b) man-years of effort; and (c) full-time permanent employment attributable to these activities.

2/ This will be based on more than 50 percent of the employee's time being spent in public relations work.

BEST DOCUMENT AVAILABLE

APPENDIX III

AN EQUAL OPPORTUNITY EMPLOYER

**UNITED STATES
GENERAL ACCOUNTING OFFICE
WASHINGTON, D. C. 20548**

**OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE \$300**

**POSTAGE AND FEES PAID
U. S. GENERAL ACCOUNTING OFFICE**



**SPECIAL FOURTH-CLASS RATE
BOOK**